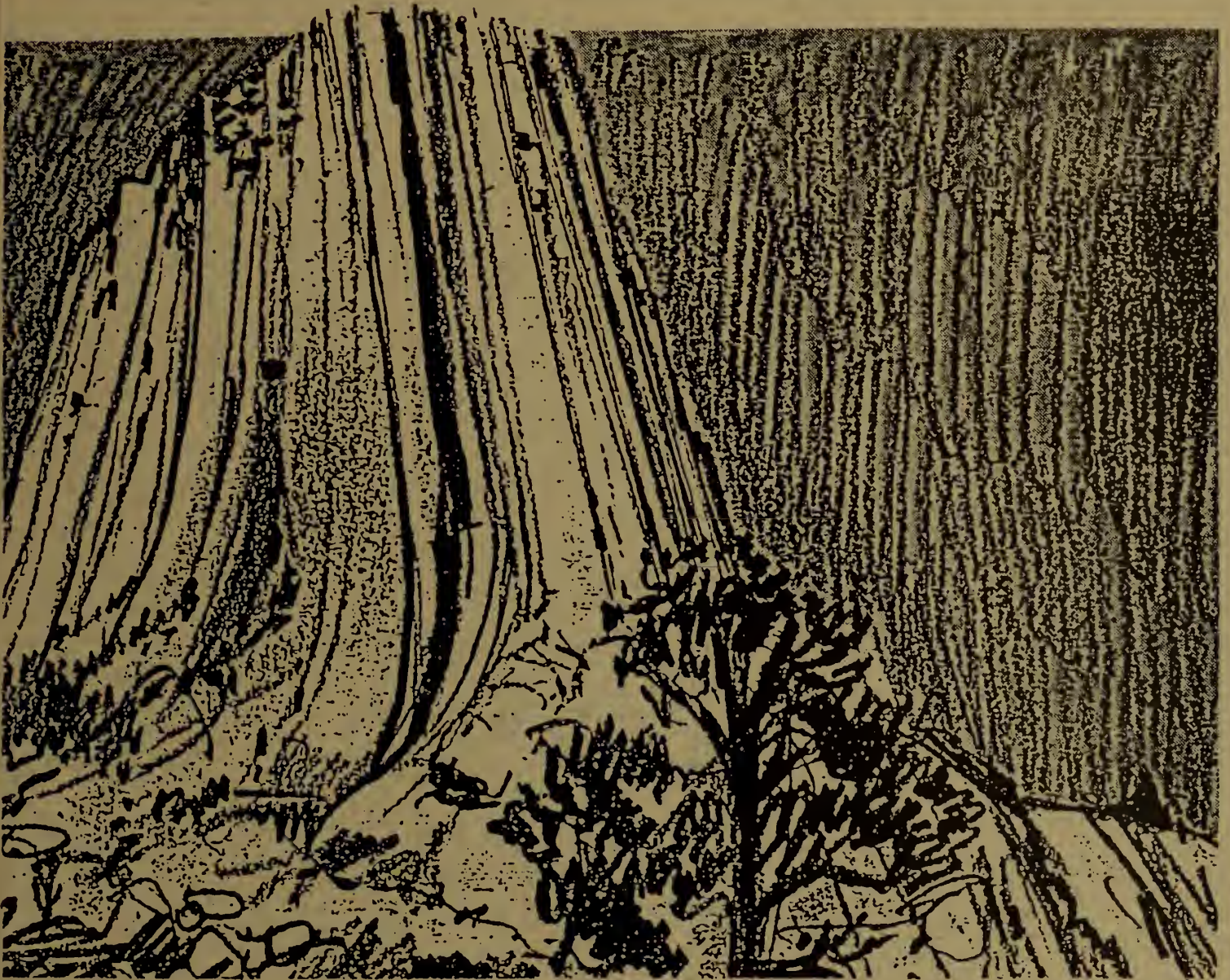


# Statement for Management

January 1995



Devils Tower National Monument  
Wyoming



## Definitions

### Statement for Management

The Statement for Management (SFM) documents the park's purpose, significance, management objectives, obstacles to achieving those objectives, owners of the obstacles, and actions that need to be taken to overcome the obstacles.

### Management Assessment Process

A three-day management assessment workshop is conducted at each park area with participants from the park area, the regional office, and the public. The session clearly defines the park's purpose, significance, management objectives, obstacles, owners, and actions. This information has been incorporated into the park's statement for management, and forms the basis for developing and justifying future regional programs and identifying how funding and staffing will be allocated.

The management assessment process begins by looking at the park's legislation in an effort to clearly define the park's purpose and significance. The next step is to identify management objectives, which are broad, conceptual descriptions of what the park could be like, based on the kinds of resource conditions, visitor services, and administrative goals the National Park Service wishes to provide. Obstacles are then identified. Obstacles are impediments or barriers to achieving management objectives. Next, actions and owners are identified. Actions are steps required to remove obstacles, and owners are individuals or groups that are identified as responsible for each action.

In the future, the SFM will be revised as necessary to ensure that it reflects a current view of the park, both internally and within its regional context. The management objectives, obstacles, actions, and owners will be reviewed annually by park staff.

Recommended by: /s/ Deb Liggett January 1995  
Superintendent, Date  
Devils Tower National Monument

Approved by: for Michael D. Snyder 1/95  
Regional Director, Date  
Rocky Mountain Region



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## **Planning the Future**

### **Management Assessment Workshop**

**July 19 - 21, 1994**

**Fort Devils Tower, Wyoming**

As we move toward the next century, we are looking ahead at our future and our mission. The purpose of this workshop has been to reaffirm Devils Tower National Monument's role and purpose and its relation to the National Park System.

The ideas generated by the participants in this workshop and documented in this report will help provide direction and defensible rationale in future decision making.

The accomplishments of this session included:

- purpose statements
- significance statements
- management objective statements
- obstacles and their owners

## **Participants**

### **Devils Tower National Monument**

Jim Schlinkmann  
Bob King  
Jan Dorrenbacher  
Deb Liggett  
George San Miguel  
Sue Skrove

### **Rocky Mountain Regional Office**

Cathy Sacco  
Mike Snyder  
Wayne Gardner  
Bob Moon  
Mona Hutchinson

## Stakeholders

Tom Farver, USFS  
Todd Thiabodeaux, State Historic Preservation Office  
Betty Wilson, Devils Tower Natural History Association  
Skip Lewis, Crook County Weed and Pest Control  
Gene Gade, Crook County Extension Agent  
Linda Tokarczyk, Bear Lodge Multiple Use Association  
Larry Saul, Wyoming Department of Transportation  
Mary Lou McRann, Town of Hulett  
Jay Gould, Wyoming Department of Transportation  
Hollis Marriott, Friends of Devils Tower  
Rick Nelson, adjacent business  
Elaine Quiver, Grey Eagle Society  
Joe Quiver, Grey Eagle Society  
Alice Fast Horse, Grey Eagle Society  
Roy Turman, adjacent landowner  
Deloris Nelson, local business  
Robin Bailey, State staff for Senator Alan Simpson  
Marlene Simons, Wyoming State Representative/Crook County  
Susan Scheirbeck, Sylvan Rocks Climbing School  
Doug Ninas, Black Hills Climbers Coalition  
Joe Swift Bird, Grey Eagle Society  
Jesse Driskill, adjacent rancher  
Ogden Driskill, adjacent rancher  
Jeff Carrier, Superintendent of Schools  
Trigg Wood, local business

## **Purpose**

*Definition: The reason or reasons for which Devils Tower National Monument was set aside as a part of the national park system. Purpose statements are based upon legislation, legislative history, and historic trends.*

*The purpose statements below reflect what we believe is the legislative intent for Devils Tower National Monument. Other legislation affecting the national park system, such as the 1916 Organic Act, National Environmental Policy Act, National Historic Preservation Act, and Endangered Species Act influence management at Devils Tower National Monument and every other unit in the system.*

- To reserve, preserve, and protect the lofty isolated rock and surrounding reserved public lands as an object of historic and scientific interest for the public benefit.
- To provide suitable public campground facilities and other development for the public benefit and to facilitate administration.



## Significance

*Definition: Significance is summarized in statements that capture the essence of Devils Tower National Monument's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources but rather describe the importance or distinctiveness of the aggregate of resources in the park.*

- Sixty million years in the making, our nation's first national monument, Devils Tower, is the premier landmark in N.E. Wyoming. This great monolith was born of fire from deep beneath the earth and revealed by nature's erosional forces.
- The Tower is a spectacular geologic feature, surrounded by native prairie and pine forest. Abundant clean air, water, and wildlife, and wide open space are part of the natural setting.
- The monument draws an abundance of visitors from many miles, which provides an economically significant year-round need for services in local communities.
- Devils Tower is a world-renowned, crack-climbing area attracting climbers from around the world due to the outstanding quality of the rock and the concentration and variation of the crack-climbing challenges.
- Devils Tower has had and continues to have significant spiritual importance for American Indians. As a spiritual site, the "tower" calls individuals and groups to perform religious ceremonies and to make prayer offerings.
- Nestled in N.E. Wyoming, Devils Tower National Monument and surrounding areas provide a host of family-oriented, year-round, outdoor recreational opportunities including hiking, biking, cross-country skiing, fishing, horseback riding, camping, hunting, snowshoeing and wildlife-watching opportunities.
- The Devils Tower experience is unique for each who come. Some seeking the quiet, slow-paced trails. For others the experience is the excitement of the rock climb.
- The Devils Tower area, nestled in a rural N.E. Wyoming, continues to reflect western traditions and values including; sense of community, cooperation with neighbors and the emphasis on wise use of natural resources.

- Silhouetted against the western skies, this spectacular natural wonder rises high above the surrounding landscape. The Tower is enhanced by its setting among the green pines, iron-reddened soils, azure skies, sinuous river, and twinkling stars. Each season adds its own unique perspective to each vista.
- Devils Tower was a landmark and gathering place for early settlers. Many of the early occupations (ranching, farming, logging) are still important and visible.
- Devils Tower is a world famous climbing destination, with a climbing history of over 100 years.
- Devils Tower is the first National Monument.

## Summary of Management Objectives, Obstacles, Owners, and Actions

*The following management objectives and obstacles are categorized as Resource Management, Visitor Services, Human Resources and Partnerships. Action statements and owners have been identified for the highest-priority management objectives in each category.*

**Table 1 - Resource Management**

- Devils Tower has a cultural and natural resources management program that sets long-term goals (perhaps 20 years) and provides people, money, and equipment to realize them.
  - baseline inventories complete
  - resource monitoring in place
  - flexible approach in achievement of goals
  - National Register evaluations and nominations for all resources are completed including consultation with appropriate tribes
  - programmatic agreement (management plan) with the State Historic Preservation Office (SHPO) to ensure protection
  - historic, prehistoric, ethnographic resources, archeological sites and cultural landscapes

| Obstacles to Achieving Objectives                                                                          | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Have not completed all baseline inventories.                                                               | San Miguel          | <ol style="list-style-type: none"> <li>1. Identify and set priorities for inventory.</li> <li>2. Market needs to educational institutions and other organizations.</li> <li>3. Prepare program documents to obtain funding.</li> <li>4. Re-allocate park resources.</li> </ol>                |
| No comprehensive resource management strategy.                                                             | Liggett             | <ol style="list-style-type: none"> <li>1. Schedule resource management strategy workshop with Bob Moon.</li> <li>2. Conduct workshop (public scoping) and update resource management plan.</li> <li>3. Begin to develop a funding strategy with parks, region and other resources.</li> </ol> |
| Lack of funding and staff.                                                                                 | Liggett             | See above.                                                                                                                                                                                                                                                                                    |
| Lack of inventory and data analysis.                                                                       | San Miguel          | Complete data management system and use it to analyze data. Work with SHPO to prepare determinations of eligibility and National Register nominations for eligible properties. Consider developing a programmatic agreement with the SHPO.                                                    |
| Inadequate data management system.                                                                         | San Miguel          | Develop a data management plan with Sarah Wynn (RMRO) and compile data for input into the system. Obtain access to a GIS cluster node with equal time.                                                                                                                                        |
| Organizational "boxes" in regional natural and cultural resources program creates communications problems. | Bob Moon            | Combine natural and cultural resource objectives and prepare an integrated funding proposal. Regional natural and cultural staff will evaluate proposals jointly.                                                                                                                             |
| Inadequate monitoring program.                                                                             | San Miguel          | Complete resources management strategy that develops protocols for monitoring and allocates resources where strategy indicates there is the greatest need. Build cultural resources monitoring into SHPO PA.                                                                                  |

| Obstacles to Achieving Objectives                                                                            | Owners of Obstacles | Actions                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of a feedback mechanism (re: post-construction evaluation).                                             | Bob Moon            | <ol style="list-style-type: none"> <li>1. Develop list of experts that can be used by parks for evaluation.</li> <li>2. Develop minimum standards for post-project evaluations.</li> <li>3. Do not turn into an oversight exercise, or approval layer.</li> </ol> |
| Inadequate and inefficient methods to obtain or compete for small funding sources. No long-term commitments. | Liggett             | Build long-term, routine resource management needs into park's base operations and continue to pursue funding under the "cluster" concept.                                                                                                                        |

- Lands outside the national monument are managed to preserve the rural, natural vistas and landscape characteristics that presently exist, including the natural quiet and natural dark night skies.
  - comprehensive planning
  - easements
  - recognition of existing uses

| Obstacles to Achieving Objectives                                                                                                                 | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proposed boundary expansion legislation has not been passed.                                                                                      | Driskill            | Stay in touch and maintain pressure while coordinating lobbying efforts with all affected parties. Present findings and proposed actions to Senator Thomas.                                                                                                                                                                                                                                                                                                             |
| The prevailing perception is that there are economic incentives making development attractive and lack of incentives to maintain rural character. | Liggett             | <p>Develop a common vision with neighbors. In order to do this, these issues need to be addressed:</p> <ul style="list-style-type: none"> <li>• Identify and involve affected entities</li> <li>• Articulate and define why rural character is important</li> <li>• Identify critical viewsheds and appropriate development. Include existing conditions.</li> <li>• Explore alternatives to commercial development</li> <li>• Communicate results to public</li> </ul> |
| Existing intrusions.                                                                                                                              | Liggett             | Define intrusion, both inside and outside the park and take into account when developing a common vision.                                                                                                                                                                                                                                                                                                                                                               |
| Private land user rights.                                                                                                                         | Gade                | See actions above. Liggett and Gade work together to establish communication with appropriate entities.                                                                                                                                                                                                                                                                                                                                                                 |
| No common vision or comprehensive plans.                                                                                                          | Liggett             | See actions above.                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| There is no two-way communication between NPS and locals.                                                                                         | Liggett             | See actions above.                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Have not identified all public and private entities and their needs.                                                                              | Liggett             | See actions above and work with the county to develop a land use plan.                                                                                                                                                                                                                                                                                                                                                                                                  |

| Obstacles to Achieving Objectives                     | Owners of Obstacles                                               | Actions                                                                                                                                                                                                                           |
|-------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No plan of action or strategy to achieve objectives.  | Liggett                                                           | See a, c & d above and work with the county to develop a land use plan.                                                                                                                                                           |
| Lack of coordinated timing with others.               | Liggett                                                           | Identify agencies/entities involved in planning efforts and establish a managers' forum to communicate planning issues on a regular basis. Make a long-term commitment to use this forum to keep all interested parties informed. |
| Have not identified viewsheds "critical" to the park. | Ogden Driskill,<br>Devils Tower<br>Tourism Assoc.,<br>Cathy Sacco | See actions above. Complete a viewshed analysis (Cathy Sacco) that identifies critical views and sets priorities in an action plan.                                                                                               |

- Park, state, county and private landowners work in partnership to manage and minimize adverse effects of damaging exotic organisms. Biological control methods such as goats, insects and sheep are pioneered and used as a model to control exotic species.

| Obstacles to Achieving Objectives                           | Owners of Obstacles | Actions                                                                                                                                                                                        |
|-------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Requires full participation and coordination.               | Skip Lewis          | Identify who needs to be involved and develop a consensus on a common "vision" and goals.                                                                                                      |
| Lack of "exotic" baseline inventories.                      | Gene Gade           | Identify highest priority species to inventory and develop strategy to complete them. Work with the University of Wyoming on available inventory technology.                                   |
| There are multiple jurisdictions, missions, etc. involved.  | Skip Lewis          | See actions above and use existing steering committees to communicate.                                                                                                                         |
| No consensus on best "control" methods.                     | Gene Gade           | See actions above.                                                                                                                                                                             |
| No marketing method to "brag" about successes.              | San Miguel          | Work with Ben Moffett (RMR-Public Affairs) to develop media strategies to interpret successes at the monument to internal and external publics. Conduct information exchanges in community.    |
| No common/realistic goals.                                  | Skip Lewis          | See actions above.                                                                                                                                                                             |
| Time consuming and complicated administrative requirements. | John King           | Identify specific impediments and differences in the way agencies do business and work with those agencies and solicitor to streamline the requirements and processes.                         |
| Lack of funding and staff.                                  | Liggett             | Investigate sources of revenues and people including co-op education opportunities, reallocation of park resources, use VIPs in more program areas, and obtain funding from "cluster" concept. |
| No long-term commitment of funding.                         | Liggett             | See actions above.                                                                                                                                                                             |

- Management of park's natural resources mimics natural processes and recognizes its place in a larger system to provide for natural appearing communities of pine woods, prairie and riparian areas, where flora and fauna flourish in a near natural state. The park has evaluated and when feasible, re-introduced native flora and fauna to the monument.

- allow only natural erosion processes for the Monument's natural resources.
- work with neighbors in resource management inside and outside the park

| Obstacles to Achieving Objectives                                    | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| See Objective #2.                                                    |                     |                                                                                                                                                                                                                                                                                                                                                         |
| Devils Tower small size limits internal resource programs.           | San Miguel          | Determine realistic vision of what park can be. Communicate that vision and develop consensus with neighbors.                                                                                                                                                                                                                                           |
| Not everyone understands or agrees with resource management visions. | Liggett             | Develop an educational program to explain the park's strategies and projects. Involve County Conservation District and BLM in a cooperative agreement to coordinate and organize tours that educate and inform locals. Involve local residents in resource management projects. Develop cooperative agreement with state on fire management activities. |
| Lack of coordination mechanism with neighbors.                       | Liggett             | See actions above.                                                                                                                                                                                                                                                                                                                                      |
| Devils Tower can no longer rely only on natural processes.           | San Miguel          | See Resource Objective #2<br>Use volunteer cooperators to carry out labor-intensive resource projects (i.e. restoration of cottonwood riparian areas), include exploring use of state prison inmates for this kind of work.                                                                                                                             |

- Entrance and user fees collected at Devils Tower are retained by the park to enhance resource and visitor service programs.

| Obstacles to Achieving Objectives                                     | Owners of Obstacles | Actions                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Current legislation does not allow complete retention of fees by NPS. | Robin Bailey        | 1. Deb to send copy of current proposed fee legislation to Robin.<br>2. Work to ensure NPS appropriations are not reduced through fee enhancement. Is this possible at park level?<br>3. Inform visitors that park does not keep gate receipts. |

- NPS works cooperatively with water users, the state engineer and Bureau of Reclamation to evaluate how flows and water quality within the Belle Fourche River affect the goal to enhance and stabilize aquatic and riparian habitat to benefit all users.

| Obstacles to Achieving Objectives                                                | Owners of Obstacles                                    | Actions                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Have not identified what the water quality problem is.                           | San Miguel                                             | 1. Work with Soil Conservation Service in area.<br>2. Evaluate water quality conditions, riparian floodplain and fisheries in monument with NPS water quality division<br>3. Include state engineers office and irrigators in water quality evaluation |
| Have not defined water needs for aquatic and riparian habitats.                  | San Miguel                                             | See action above.                                                                                                                                                                                                                                      |
| Polarized and conflicting views among water users, land managers and landowners. | Crook County<br>Irrigation District,<br>Ogden Driskill | Take issue to Crook County Irrigation District for information and discussion.                                                                                                                                                                         |

- The park works cooperatively with private landowners and Wyoming Game and Fish Department to encourage opportunities for a more natural movement of wildlife.
  - identification of critical wildlife movement and migration corridors
  - fencing that keeps out domestic livestock and allows for the movement of wildlife via corridors

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |



Table 2 - Visitor Services

- Devils Tower provides a full-range of progressive educational and interpretive services that appeals to all age groups, provides outreach opportunities to local and regional schools and institutions ("Parks as Classrooms"), incorporates information about all NE Wyoming activities and accommodates increased visitation. The program includes cultural, historical, recreational and natural history aspects of the park.

| Obstacles to Achieving Objectives                     | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| There is no permanent full-time interpretive program. | Schlinkmann         | <ol style="list-style-type: none"> <li>1. Set new priorities with existing funds and positions.</li> <li>2. Seek alternative funding (including grants) and staffing strategies.</li> <li>3. Identify compelling stories.</li> <li>4. Explore partnerships for the development of interpretive and outreach programs.</li> </ol> |
| Inadequate visitor facilities.                        | Schlinkmann         | <ol style="list-style-type: none"> <li>1. Seek alternative funding</li> <li>2. Prepare appropriate design and environmental compliance documents.</li> <li>3. Prepare transportation plan.</li> <li>4. Conduct visitor use survey.</li> </ol>                                                                                    |

- The park has a defined visitor management strategy based on resource capabilities and visitor experience objectives. A variety of quality experiences and opportunities are provided inside and outside the park. Visitor use management strategies provide visitors with alternative "opportunities" and "activities" in the region.

| Obstacles to Achieving Objectives                                                                           | Owners of Obstacles                                             | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Establish visitor use objectives.                                                                           | Schlinkmann                                                     | <p>Conduct visitor use survey to understand who the visitors are and what they want and need.</p> <p>Develop marketing programs that better describe use.</p>                                                                                                                                                                                                                                                                                                                       |
| Lack of baseline information on existing resource conditions that also monitors programs to assess impacts. | San Miguel                                                      | <ol style="list-style-type: none"> <li>1. Conduct inventory of current conditions.</li> <li>2. Seek alternative funding and staffing.</li> <li>3. Develop and implement monitoring program.</li> </ol>                                                                                                                                                                                                                                                                              |
| Lack of an updated overall strategic management plan.                                                       | Liggett, Gardner                                                | <ol style="list-style-type: none"> <li>1. Identify need and justification in the park's outline of planning requirements.</li> <li>2. See that need is identified as a regional priority for funding.</li> <li>3. Work with park to develop interim solutions until funding becomes available.</li> <li>4. Compile an inventory of regionally available activities and opportunities.</li> <li>5. Make a coordinated effort with shareholders to distribute information.</li> </ol> |
| Lack of a comprehensive marketing plan between Devils Tower and shareholders.                               | Liggett, Susan<br>Scheirbeck, Devils<br>Tower Tourism<br>Assoc. | <ol style="list-style-type: none"> <li>1. Identify shareholders and a strategy for developing and marketing the plan.</li> <li>2. Develop a shared vision.</li> <li>3. Conduct a problem and solution analysis.</li> </ol>                                                                                                                                                                                                                                                          |

- The existing character and aesthetics of Devils Tower and the surrounding area are maintained and developed to provide a high quality experience for the growing numbers of visitors to the area. Future use and conditions are taken into consideration. The Monument's ambiance is primarily quiet, unobstructed, clean, natural, and unhurried with plenty of opportunities for solitude.

| Obstacles to Achieving Objectives                                                                                                                           | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The growing volume and concentrated numbers of visitors to the Monument during a short season detracts from the character and aesthetic values of the area. | Liggett             | <ol style="list-style-type: none"> <li>1. Work with partners to define character and aesthetics that partners and visitors want to protect and promote.</li> <li>2. See Visitor Services Management Objective 2 above.</li> <li>3. Provide technical assistance to shareholders in developing an understanding, appreciation and development plans for accomplishing protection strategies.</li> </ol> |

- Devils Tower provides for compatible recreation opportunities for a variety of individuals that also allows for the greatest amount of personal growth and enjoyment of the monument and surrounding area. These opportunities are also consistent with resource, visitor and private landowner goals and needs.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

- The park and surrounding communities work together to meet visitor needs in all areas, including: administrative services, employee housing, maintenance, utilities, trash management, transportation, camping/lodging, food, accessibility, site(s) for American Indian cultural activities, parking and visitor information services.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

- Visitors participate in activities with a minimum of restrictions and controls. Visitors have access to this beautiful monument and enjoy a variety of activities while in the park.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

Table 3 - Human Resources

- Devils Tower has adequate funding and staff to provide quality visitor services, resource management, maintenance and administrative programs.

| Obstacles to Achieving Objectives                                     | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insufficient funding within the overall regional office ONPS account. | Liggett             | <ol style="list-style-type: none"> <li>1. Re-evaluate and update the organization chart and staffing needs.</li> <li>2. Evaluate funding strategies and recommend changes as needed.</li> <li>3. Seek alternative staffing sources.</li> <li>4. Prepare a staffing and funding plan that recommends a course of action.</li> <li>5. Consider an operations evaluation.</li> </ol> |
| Devils Tower is currently at its FTE ceiling.                         |                     | See actions above and keep abreast of developments in NPS streamlining program.                                                                                                                                                                                                                                                                                                   |

- Devils Tower's workforce reflects the cultural diversity of the nation.

| Obstacles to Achieving Objectives                                   | Owners of Obstacles      | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Culturally diverse applicants do not appear on job certificates.    | Liggett, Booher, Ruppert | <ol style="list-style-type: none"> <li>1. Support re-instatement of special hiring authorities for groups such as American Indians that once existed.</li> <li>2. Take a more active role in recruiting culturally diverse applicants.</li> <li>3. Work to increase trust and understanding among culturally diverse groups.</li> <li>4. Continue to seek and use alternative hiring authorities and strategies that are available.</li> </ol> |
| Park does not have programs in place that might attract candidates. | Liggett                  | See above and work with partners and institutions to design and develop programs.                                                                                                                                                                                                                                                                                                                                                              |
| Cultural isolation.                                                 | Liggett                  | <ol style="list-style-type: none"> <li>1. Make potential employees aware of NE Wyoming social and lifestyle conditions.</li> <li>2. Make employees aware of Employee Assistance Program.</li> <li>3. Provide a community orientation program for all new employees.</li> <li>4. Conduct cultural sensitivity training.</li> <li>5. Network with other Black Hills area parks to develop peer group support.</li> </ol>                         |

- Adequate, affordable employee housing is provided in partnership with communities and private enterprise.

| Obstacles to Achieving Objectives                                          | Owners of Obstacles | Actions                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of housing within the park or within a reasonable commuting distance. | Liggett             | <ol style="list-style-type: none"> <li>1. Community needs to be aware of park housing needs.</li> <li>2. Evaluate required staff occupancy needs.</li> <li>3. Explore joint housing alternatives with other federal and state agencies.</li> </ol> |

- Employees have adequate support in meeting special needs, including elder and child care and health and fitness opportunities.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

- Employees are adequately trained and prepared to fulfill their job duties and are provided opportunities for career advancement.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

- Employees have adequate office and work environments and the necessary equipment to do their jobs.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

- Park management provides for and encourages an effective environment that recognizes employee contributions toward the goals, purposes and desired futures of the park and the NPS mission. Employees have a clear understanding of their role and function through team building and other interactive programs.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

Table 4 - Partnerships

- Partnerships are developed, maintained and managed with individuals and groups at the local, state and national level to:
  - assist in the accomplishment of the park's mission
  - cooperate as part of the larger Black Hills of Northeast Wyoming system
  - Financial support for park facilities, infrastructure and visitor services
  - Develop a shared vision with shareholders on the park's mission beyond park boundaries

| Obstacles to Achieving Objectives                                           | Owners of Obstacles | Actions                                                                                                                                                             |
|-----------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Have not identified partners that should be involved.                       | Liggett             | Consult with neighbors and other agencies/officials and prepare list of potential partners.                                                                         |
| No forum to facilitate communication among partners.                        | Rep. Marlene Simons | Working from Superintendent's list, hold workshop with potential partners to determine the forum or forums that meet the needs of all involved. Establish forum(s). |
| No shared visions or goals between partners.                                | Rep. Marlene Simons | Using the "Open Space" or other facilitating technology, develop shared visions and goals (use staff in NPS, Rivers and Trails Conservation Assistance Program).    |
| The Black Hills of NE Wyoming "system" boundaries have not been identified. | Peggy Lipson        | Continue work begun in Spring of 94 and ensure it starts as a grassroots effort.                                                                                    |
| There are conflicting missions and mandates among partners.                 | Rep. Marlene Simons | See all the above.                                                                                                                                                  |

- Devils Tower has a special events (large) management strategy that incorporates the concerns and issues of neighbors, local communities, other federal agencies and private entities. (e.g. Sturgis Rally, Sacred Hoop Run, Large Traditional Ceremony, 200 Scouts, Pink Floyd Concert.)

| Obstacles to Achieving Objectives                              | Owners of Obstacles | Actions                                                                                                                                                                                                                      |
|----------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The monument has limited ability to accommodate large groups.  | Liggett             | Identify needs of special groups and where their needs can be accommodated outside the park. Distribute information and coordinate and facilitate as necessary.                                                              |
| Monument is not able to meet the special needs of some groups. | Liggett             | As above.                                                                                                                                                                                                                    |
| No plan or strategy to deal with special events.               | Schlinkmann         | 1. See actions above.<br>2. Define park objectives for special events.<br>3. Define limits of acceptable use (size, activity, and timing).<br>4. Develop an implementation plan and SOPs that include concerns of neighbors. |
| Have not identified groups that may make requests.             | Schlinkmann         | Review past requests and past users. Prepare consolidated list. Inform users of park protocol for special events.                                                                                                            |

| Obstacles to Achieving Objectives                                                                                    | Owners of Obstacles | Actions                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Have not identified the capacity that the monument can handle.                                                       | Liggett             | King (Chief of Maintenance) determines facility capacities. Evaluate past events for problems, impacts, etc. Set limits and monitor and adjust as necessary.     |
| Have not identified what types of groups and activities are appropriate.                                             | Liggett             | See above and identify activities where a permit would be required.                                                                                              |
| Groups requesting don't know what park can or cannot handle/accommodate.                                             | Schlinkmann         | See above and prepare information brochure on special activity accommodations.                                                                                   |
| Activities associated with events allowed by laws and policies may conflict with park's ability to accommodate them. | Liggett             | 1. Identify where those activities can be accommodated on surrounding lands.<br>2. Work with landowners to meet these needs.<br>3. Inform users of alternatives. |

- The park and area transportation system moves visitors in a safe and efficient manner that provides a quality experience.

| Obstacles to Achieving Objectives                                                                                                                                                                                                               | Owners of Obstacles | Actions                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No consensus on the best way to address congestion issues.                                                                                                                                                                                      | Liggett             | Consult with neighbors. Design and implement pilot transportation system program. Monitor pilot program and evaluate results. Based on results, develop preferred system. Seek funds and implement preferred system. |
| Visitors don't want to give up their vehicles.                                                                                                                                                                                                  | Liggett             | Market the pilot transportation system (Deb and Ogden "go-on-the-road" trip).                                                                                                                                        |
| There are changing visitor expectations. Visitors are not adequately prepared to use alternative transportation due to lack of information about the need and importance of protecting park resources while ensuring visitors enjoy their stay. | Schlinkmann         | Include information component in the design of a transportation system plan.                                                                                                                                         |
| Some people want a transportation system for visitors and also want to retain the right to drive in the park.                                                                                                                                   | Liggett             | See above.                                                                                                                                                                                                           |
| No transportation plan or strategy is in place.                                                                                                                                                                                                 | Liggett             | See above.                                                                                                                                                                                                           |
| There is inefficient use of space, poor parking design and no mechanism to distribute visitor use.                                                                                                                                              | Sacco               | See above.                                                                                                                                                                                                           |

| Obstacles to Achieving Objectives                                                                                                                                                                                                                                 | Owners of Obstacles | Actions    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------|
| <p>Because design, location and infrastructure no longer meets needs, there are conflicts between:</p> <ul style="list-style-type: none"> <li>• pedestrians &amp; vehicles</li> <li>• pedestrians &amp; pedestrians</li> <li>• vehicles &amp; vehicles</li> </ul> | Sacco               | See above. |

- Devils Tower understands and meets the needs of local partners and visitors. The Devils Tower area is marketed in a coordinated, comprehensive manner and considers the needs of the area's economy.
  - tourism/marketing forums
  - provide for exchange of information
  - return of visitors
  - local support facilities

| Obstacles to Achieving Objectives                                                    | Owners of Obstacles                         | Actions                                                                                                                                                              |
|--------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of information on visitor origins, expectations and demographics.               | Liggett                                     | Complete visitor use survey.                                                                                                                                         |
| Lack of coordination between those providing visitor services.                       | Devils Tower Tourism Assoc., Ogden Driskill | Organize group meeting(s) with representatives from park, businesses, cooperating association, and others to agree upon best strategy to provide visitor services.   |
| The NPS doesn't know needs of local entities providing visitor services.             | Devils Tower Tourism Assoc., Ogden Driskill | Gather local entities to assess needs and concerns and give that list to the Superintendent.                                                                         |
| Lack of funding to market.                                                           | Devils Tower Tourism Assoc.                 | Explore non-traditional funding sources and grants from state, federal and foundations                                                                               |
| Lack of facilities and services to meet a full spectrum of year-round visitor needs. | Devils Tower Tourism Assoc.                 | Identify visitor needs and prepare plan to meet those needs. Plan should also explore funding options.                                                               |
| No marketing at Devils Tower of other park units.                                    | Ben Moffett                                 | Develop and implement comprehensive plan to link parks.                                                                                                              |
| Lack of understanding of lifestyles and local economy needs.                         | Linda Tokarczyk                             | Through local meetings, develop list that sets priorities for concerns and includes information to be shared. Use this information at NPS seasonal training session. |

| Obstacles to Achieving Objectives               | Owners of Obstacles | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of a statewide tourist information system. | Rep. Marlene Simons | <ol style="list-style-type: none"> <li>1. Devils Tower Tourism needs to work with Marlene to check into the Beulah area spot for information center (on I-90).</li> <li>2. Seek funding for info kiosks at selected rest areas.</li> <li>3. County and local tourism organizations need to coordinate all their efforts.</li> <li>4. Investigate development of permanent exhibits of NE "loop" of Hwy 14 for display at Moorcroft and Sundance rest areas.</li> </ol> |

- The park has cooperative agreements and participates in area efforts with local fire, EMS, law enforcement, SAR organizations and other government agencies.

| Obstacles to Achieving Objectives | Owners of Obstacles | Actions |
|-----------------------------------|---------------------|---------|
|                                   |                     |         |

## Glossary

**Purposes** are the reasons for which the park was set aside as part of the National Park System. Purpose statements are based upon legislation and legislative history.

**Significance** is summarized in statements that capture the essence of the park's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources, rather they describe the importance or distinctiveness of the aggregate of resources in the park.

**Management objectives** are broad conceptual descriptions of what the park could be like, based on the kinds of resource conditions and visitor experiences the park wishes to provide. Management objective statements describe desired ends, not specific solutions or means of accomplishing ends.

There are **obstacles** or impediments to reaching management objectives. Obstacles identify the problems, they do not identify the solutions.

**Ownership** identifies the responsible individual or group that can resolve the obstacle or problem. Owners may be identified as an individual in the park, region, or Washington office, as well as interests from outside the NPS.

Resolution of obstacles by owners are **actions**. High-priority actions are included in annual performance standards to better measure implementation and success.

**Evaluation and feedback** evaluate accomplishments and provide direction to ensure objectives are being achieved. Evaluation will be carried out through annual performance standards and appraisals, and the regional office will oversee a master list of actions.

Management objectives are cornerstones of the **Program and Project Formulation System (PPFS)**. The PPFS ensures that all program and project requests are consistent with park purpose and significance, biographic area strategies, and the Rocky Mountain Region's Five-Year Vision.



## **Appendix**

To be added later



**NPS D-3g**

